DECISION CLARITY INTERVIEW · SAMPLE REPORT

Your Decision Clarity Cycle *report*

How you decide when it matters most, and what changes when you can see it.

PREPARED FOR	Morgan Hale (fictional)
SESSION	Decision Clarity Interview, 15 to 20 minutes
ISSUED	26 October 2026
REFERENCE	DCI-SAMPLE-001

INSIDE

02 The cycle — Four components

03 Your session — What you said

04 The components — Where each one stands

06 The Lab — What it would add

About this sample

This sample shows the structure every respondent's report follows, with an invented respondent so you can see what a session produces. The respondent, the organisation and the decision are all fictional.

Who: Morgan Hale, Chief Operating Officer of a regional freight and logistics business in the north of England.

Circumstance: Morgan is deciding whether to bring three depots into one hub, a question open since May.

What follows is Morgan's report, written to Morgan, to the same rules as every respondent's.

THE CYCLE

The Decision Clarity Cycle



Every decision runs through the same four components, in a continuous cycle. Each one you complete sharpens the next. This is what each one means.

01

Strategic Conviction

The direction you're deciding towards, not just the choice in front of you. Clarity here means knowing what you're actually moving towards, so each decision can be checked against it.

02

Decision Posture

How you actually decide once the moment arrives, under pressure or with time to think. This is the pattern itself: what you default to, what serves you, and where it costs you. Recognising it in the moment is what lets you choose, rather than simply react.

03

Stakeholder Reality

Everyone your decisions land on, and how: immediately, or later, once the decision has played out. Who is affected, and what they actually need from you, tested rather than assumed.

04

Execution Integrity

What has to be true for a decision to move from intention to action, and whether that condition is in your hands. Naming the barrier is what makes the next step possible, whatever size it needs to be.

All personal reports are kept confidential to the individual unless they choose to share them.

YOUR SESSION

How to read this

Your session has been mapped against the four components of the Decision Clarity Cycle. Some are fully populated from what you said. Others are partial or open because the conversation did not reach them. An open component is not a gap in you. It is a place this session did not go.

What delaying reality means to you

Asked what delaying reality means to you, you said: “Knowing what the answer is and finding reasons not to say it yet.” Asked for a time you did it yourself, you said: “The Leeds lease. I left the renewal until the landlord set the terms for us, and we paid more than we needed to.”

Don't Delay Reality was built on one idea: the moment to decide and act is usually earlier than it feels, and waiting rarely leaves things as open as they were. Sometimes it narrows the options. Sometimes it takes the choice out of your hands altogether.

About the hub, you said: “I'd rather be sure than quick on this one.”

Session snapshot

> You are deciding whether to pull the Wakefield, Hull and Doncaster depots into one hub: “We've been at it since May.” Three of the four components showed full evidence in this session. What follows maps each component in detail.

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THE COMPONENTS

Where each one stands

01 | Strategic Conviction

SESSION EVIDENCE PRESENT

You described the forward picture plainly: “I want us to be the operator people trust with time-critical freight across the north.”

Asked for the most recent thing, apart from the hub, that moved the business towards it, you said: “We hired a head of service quality in March.”

You tied the hub to that picture: “If we can't promise the overnight window, the rest doesn't matter.”

02 | Decision Posture

SESSION EVIDENCE PRESENT

The pattern you described depends on the kind of decision. Asked how decisions usually get made, you said: “I like to have the numbers nailed before I say anything.”

On the fuel contract in June, you said: “I called it in an afternoon. I knew the numbers cold.”

Asked what tends to happen repeatedly when important decisions are made, you said: “It gets agreed in the room and then reopened by email, and it costs us weeks every time.”

In your words: “On contracts I'm quick. On anything that changes people's jobs, I wait for one more set of numbers.”

The question to take from this: what would the next set of numbers on the hub need to show before you would call it decided?

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03 | Stakeholder Reality

PARTIAL EVIDENCE

Asked who is affected, you said: “The depot managers, the drivers at Hull and Doncaster, and the customers on the overnight runs.”

Still open: asked when the hub last came up with the depot managers, you said: “I haven't put it to the depot managers yet.”

04 | Execution Integrity

SESSION EVIDENCE PRESENT

Asked what would have to be true for the hub to move, you said: “If the Hull volumes hold through the winter, I'd be ready to take it to the board.”

Asked when it has to be decided by, you said: “Before the next budget round, ideally. That's not a date, though.”

Asked for the most recent step, you said: “I asked finance for the three-depot model in September.”

> *“What would the Hull volumes need to show for me to take the hub to the board?”*

In your own words

Asked what you would say to someone else in your position, you said: “Get the people who'll live with it in the room earlier than feels comfortable.”

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DECISION CLARITY LAB

THE DECISION CLARITY LAB

What a Decision Clarity Lab would add

The Decision Clarity Lab is a one-day workshop in which a leadership team works through two decisions under pressure and sees how it reached each one.

Asked “Beyond this one decision, who would need to be part of your most important decisions for them to be made well?”, you said: “The exec, really. The six of us, and Priya in finance before anything goes to the board.”

Asked “How does that work at the moment?”, you said: “Mostly it goes round in pairs before it reaches the full table.”

Who is, or should be, involved in those decisions, and whether to bring them together, is yours to weigh.

Each person receives a private profile session following the Lab. The sponsor receives a report on the patterns seen across the groups, not on individuals, and personal reports stay with the individual unless they choose to share them.

The neuroscience behind it

This lines up with established decision research:

- Daniel Kahneman's Thinking, Fast and Slow made widely known the difference between fast, intuitive judgement and slower, deliberate reasoning.
- In research on medical diagnosis, Pat Croskerry and colleagues found that fatigue, sleep deprivation and cognitive overload make decision makers more likely to rely on the fast mode, and more open to bias.
- Research by Amy Arnsten at Yale found that even mild stress you cannot control rapidly weakens the prefrontal cortex, the part of the brain that does the deliberate work.

The next step

In a Decision Clarity Lab, the group works through each decision together and then sees how it got there.

How that would work for the leaders you have in mind, and what it costs, is a conversation. A discovery call of up to 45 minutes, with no pitch and no pressure, is the natural next step.

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